

ADMINISTRATOR JOHNSON: Thank you very much. And it's now my pleasure to introduce Mayor McCrory from Charlotte, North Carolina. Mayor, thanks.

MAYOR McCRORY: It's great being here in St. Louis. Your staff just told me I have ten minutes to talk. My staff gave me a nice thick speech here. I'm going to throw away that speech and as a mayor should do, speak from the heart and soul.

I'm 48 years old and as many people in their 40s and 50s, we're going through the stage where we're having to clean out our parents' home due to death or Alzheimer's and other problems. I was cleaning out my mom and dad's home just in the past six months and I found an old political brochure that my dad used in Worthington, Ohio in 1961. Reading that brochure, it said this, "We must continue to bring new jobs and opportunities while also protecting the values and environment which brought many of us here to Worthington, Ohio."

As being mayor of Charlotte for the past ten years, all I have to do is fill in the blank, Charlotte, North Carolina. As mayor, one of my major jobs is I must continue to bring jobs and opportunity to Charlotte but I also must protect the values and the environment which brought many people to Charlotte and I think that's a goal of everyone in this room including our great new Administrator. But to do that we must have collaboration. As mayor being in the front lines as you'll hear from the Mayor of Washington and the Mayor of St. Louis, we have to collaborate to make that happen. We cannot do it by ourselves.

Let me briefly talk in my ten minutes about three major collaborative partners that I must work with to get the job done, to increase jobs and opportunity but also to protect the environment and the values which bring people to Charlotte, North Carolina which is a boom Southern, sunbelt town of now 615,000 people.

The first sector I must work with is the private sector. The message I give to the private sector is this. If you do good conservation and environmental measures, you will make money. And all of a sudden, their ears perk up. The EPA gets it, too. In fact, during the past ten years, a lot of us due to some great new environmental legislation which was passed under President Bush's administration found out if we redevelop brown fields, developers can make money.

Ten years ago, the developers in Charlotte said, "I'm only going out to the green fields. That's

where I can make money." We convinced them if we take out some of the legal barriers and if they develop in the infill which in turn helps our environment, it's become a greater success than we ever could have imagined. In fact, the market is demanding it. Something that was beyond my expectations, the young generation of today, the people in their 20s and early 30s and the empty nesters want to move in to the inner city. The young generation now is holding off on marriage until they're 28, 30, 35 years of age and therefore they don't want the picket fence that I wanted when I got out of college in 1978.

So the market is following the new environmental brownfield legislation which has been so successful, and if you keep communicating that to the private sector, then we all win. That helps my infrastructure costs. That helps my transportation policy. That helps our air policy. And that also helps our water policy.

The other area in the private sector that is very important in Charlotte is on the high ozone, hot August days. We have just set up a collaborative effort with our major corporate partners, not just in Charlotte but the entire region, where on certain days of the year when we have high ozone and incredible traffic problems and breathing problems, we now have a voluntary program set up with our major corporations where employees can actually stay at home and do their work or carpools are more encouraged than ever. And many other voluntary steps are put in place to make sure that we in government and the private sector can work together and we all benefit.

The second collaborative partner that I must have as mayor is with our regional governments in the surrounding area that go well 150 miles away. This is very easy to say but very difficult to do because there's really very little incentive for politicians to work together because our constituencies don't vote for each other. So why should we work together?

But guess what? The market conditions are forcing us to work together because our customers or in political terms our constituents are saying this. "I really don't know who's responsible for this traffic jam and I really don't know what city I'm sitting here idling in at this point in time during rush hour."

They have no idea whether they're in Matthews, North Carolina, Cornelius, North Carolina, Huntersville, North Carolina or Charlotte, North Carolina. They know they're just sitting there and they want someone to fix it.

So they are demanding of the politicians; you have no choice to fix it. So you'd better get together and do it or we're going to vote you out of office. That's why the politicians due to market conditions are now saying "Let's meet. Let's talk. Let's organize."

And we need your help with EPA and you're doing just that. With a small grant of \$100,000 just four years ago, we started a program called Sustainable Environment for Quality of Life or as we call SEQL. And we got all these politicians in a room, the county commissioners, the mayors, the state legislators. We actually got in a room and we talked about can we have the same water policy, can we have the same land use policy and can we have the same air policy of all the standards we have across jurisdictions.

Because what we found with the private sector is if we have different policies, say we have two different policies in this room, the developer will go to the policy on this side of the room versus this side of the room but we're all impacted. Whereas if we have one total regional policy on land, air and water, we're forced to work together and our customers know it. That's been very important and I encourage the EPA to continue this wonderful regional incentive to do it. It has to be a carrot-and-stick approach. Yes, you give us some sticks to force us to do certain things, but also encourage us to work cooperatively in these regional efforts.

For example, on sidewalk regulations, bicycle trails, curb and gutter, water runoff, if the whole region has the same policy, tree policies, then we aren't competing against each other in environmental terms because the lower cost policy is where the consumer will go in the short term and in the long term we all suffer.

The third very important cooperation is among governments at the state and Federal levels. I've learned that it's very important with the EPA and with other Federal partners that you have to pick up the phone and talk to each other. I've been very fortunate that I've worked with people like Jimmy Palmer out of our Atlanta office and when we have water issues, when we have land issues, when we have road issues, pick up the phone and talk to each other and don't treat each other as that's just a bureaucrat in Atlanta or bureaucrat in Washington and those politicians in Charlotte don't know what they're doing. Talk to each other and meet in a room and discuss how can we solve the problem together. That's exactly what we're doing right now in so many areas.

Collaboration is very easy to talk about and in my remaining minute here, let me talk to you about the major problems and challenges of collaboration. The first is sustainability. I have found out it's very easy to have one big meeting the first time with all my fellow mayors of the small towns and the county commissioners and the state legislators and we're all rah, rah and the media is there.

The tough job is are you still together a year later. You must set up a systematic system, process, regardless of whom the leaders are a year down the road; that that has to happen and you need to give us the carrots to force us to do just that.

The second thing we must do is this which is get rid of the turf and by the way, I guarantee you right now in Mississippi and Louisiana there is no turf right now. But the fact of the matter is we shouldn't wait for the crisis to break down the turf because we have found out. I have had my own hurricanes in Charlotte. The minute the hurricane hit Charlotte turf meant nothing. Our goal was to solve the problem. The goal is during everyday issues is treat it as though it's an emergency and turf doesn't matter.

The only other message I want to give to each of you and one lesson I've learned at the local level as mayor is when we're talking about cooperation, we also must make sure our policies cooperate with each other. I cannot segregate land, air and water policy from each other because there's a cause and effect of each one. In fact, in Charlotte, I have found out some of my building standard policies have actually encouraged development out in the green fields because the policies are easier to build new development as opposed to restore existing older buildings.

So guess what I'm doing? My building standards actually work against the environmental policy that we're trying to set in Charlotte. It works against the brown field policy that the EPA is trying to encourage. This is true in the lending institutions and yes, it's even true with some of our regulations in air, water and land. Sometimes they contradict each other and what we need to do is make sure land, air and water groups, and I also include the environmental groups in this, do not think in a segregated way but think in integration. That's part of collaboration.

In partnership, partnership with the private sector, partnership with regional governments, partnership with state and federal governments, I also add partnership with the nonprofits in the environmental groups. I want to

warn in this audience too. Some of you have turfs among yourselves. You need to meet with each other and include in that room the private sector and the public sector. Because as my dad said in 1962, "we must continue to bring," and the word "we" means inclusive, "new jobs and opportunities while also protecting the values and the environment which brought many of us here." Thank you very much. It's an honor.